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EXHIBIT 3.**ROANOKE LIBRARY COMPREHENSIVE STUDY
PEER COMPARISONS**

The consultants established a series of peer comparisons to measure input and output performance criteria against the City of Roanoke and Roanoke County Public Library systems. The criteria for selection for library systems were:

- Population of service area
- Library systems with main and branch locations.

The Peer Library systems were grouped as follows:

- Group 1² - Libraries serving a population of 50,000 to 100,000 (Service area of City of Roanoke & Roanoke County) Library systems.
- Group 2² - Virginia Public Library Systems
- Group 3² - Library systems serving a population of 100,000 to 250,000 (combined service area of Roanoke Valley Libraries)
- Group 4² - Library systems that perform in upper quartile of public library systems.

As each library is unique in its funding, expenditure, and performance measures, we focused on per capita performance measures to more accurately develop meaningful comparisons. Peer Library comparisons were established into input (finance/staffing) and output (transactions) categories.

INPUT CRITERIA

FINANCIAL (Dollars per capita)	Total <u>Income</u>	Total <u>Expenses</u>	Material <u>Expenses</u>
City of Roanoke	\$35.46	\$35.02	\$2.99
Roanoke County	\$26.71	\$27.11	\$4.61
GROUP I (50-100K)		\$47.83	\$6.18
GROUP II (Virginia)		\$31.61	\$3.79
GROUP III (100-250k)		\$41.49	\$6.46
GROUP IV (Upper Quartile)		\$68.94	\$9.19

¹2004 Virginia Public Library Survey

²2004 Public Library Data Service Statistical Report

EXHIBIT 3.

INPUT CRITERIA

COLLECTIONS/STAFFING

	<u>Holdings Items per capita</u>	<u>Staffing staff per 1000 Pop. Served</u>
City of Roanoke	3.69	.42
Roanoke County	4.85	.47
GROUP I(50-100K)	3.93	.86
GROUP II(Virginia)	3.80	.59
GROUP III(100-250k)	3.65	.65
GROUP IV(Upper Quartile)	4.30	.95

OUTPUT CRITERIA

(Transactions per capita)

	<u>Circulation</u>	<u>Library Visits</u>	<u>Reference Transactions</u>	<u>Turnover Rate</u>	<u>Program as % of Svc.</u>
City of Roanoke	3.17	3.47	.40	.86	9.5%
Roanoke County	11.13	7.97	.66	2.46	41.2%
GROUP I (50-100K)	7.98	6.40	1.63	2.92	26.5%
GROUP II (Virginia)	10.28	4.49	2.09	3.41	43.5%
GROUP III (100-250k)	8.58	6.04	1.68	2.65	31.2%
GROUP IV (Upper Quartile)	16.50	10.92	2.83	3.86	39.2%

One of the most interesting performance measures is the cost of transaction, which measures total expenses divided by total circulation. For comparison, Hennen's American Public Library Ratings is used as a barometer to gauge the Roanoke Library system performance.

	<u>Total Expenditure</u>	<u>Total Circulation</u>
City of Roanoke	\$3,312,477	299,977
County Of Roanoke	\$2,377,454	975,700

	<u>Cost of Transaction</u>
City of Roanoke	\$11.45*
Roanoke County	\$ 2.44
HAPLR- 75th Quartile	\$ 3.05

* The cost of transaction of *\$11.45 includes income from the Library Foundation and a one time Medical grant of \$49,000. Removing this cost reduces the City of Roanoke cost of transaction to \$8.45.

EXHIBIT 3.

The raw comparison of cost per transaction may be somewhat misleading, as it does not reflect service provided in the Virginia Room or its larger non-circulating collection in reference and the Law Library. Of the 349,517 volumes in the City of Roanoke collection 80,831 volumes are reference and support research and do not circulate. However, it is an indication that the City library is not serving the public as efficiently as the County or its peer libraries.

EXHIBIT 3.

ROANOKE LIBRARY COMPARISONS 2004

2004 Virginia Public
Library Survey

REPORT	Report #	CITY	COUNTY	2004 PLA STATISTICAL REPORT VIRGINIA PEER	UPPER QUARTILE
Service Population	1.21	94,600	87,700		
Number of Borrowers	1.18	44,281	54,365		
% Borrowers of Pop.		46.81%	61.99%		
A. STAFF					
Prof Lib.	4.2	16	10		
Other	4.3	24	31		
Total FTE	4.5	40	41		
B. FINANCIAL					
1. Itemized Expenditures					
Collection	14.6	\$193,418.00	264,637.00		
Periodicals	14.12	\$23,375.00	\$31,606.00		
A/V	14.18	\$43,575.00	\$102,206.00		
Electronic	14.24	\$4,168.00	\$34,680.00		
Materials	14.3	\$12,433.00	\$748.00		
Total Collections Expenditures	14.6	\$276,969.00	\$433,877.00		
Total Material Exp. Per Capita		\$2.99	\$4.61	\$3.79	\$5.20
2. Total Income	13.26	\$3,354,587.00	\$2,342,090.00		
3. Total Expenditures	19.6	\$3,312,477.00	\$2,377,454.00		
Expenditures Per Capita		\$35.02	\$27.11	\$31.61	\$36.31
4. Cost per Transaction					
Total Expenditures	19.60	\$3,312,477.00	\$2,377,454.00		
Circ	8.1	299,977	975,700		
Cost per Tran.		\$11.04	\$2.44	\$3.53	\$3.05
5. Inter Library Loan Cost					
Borrowing Avg Cost \$14.28		\$237,316.00	\$21,610.00		
Lending Avg Cost \$ 5.77		\$78,137.00	\$2,804.00		
ILL Cost		\$315,547.00	\$24,414.00		
C. PERFORMANCE					
1. COLLECTION					
Catalog Volumes	7.4	308,106	365,301		
Periodical Subscriptions	7.8	425	885		
Electronic Subscriptions	7.9	2	8		
Total Holdings	7.17	349,517	425,216		
Holdings Per Capita		3.69	4.85	3.8	3.1
Items Added 2004	7.18	15,930	23,771		
2. USE					
Total Circulation	8.1	299,77	975,770		
Circ Per Capita		3.17	11.13	10.28	11.1
Collection Turnover per Capita		0.86	2.46	3.41	3.57
Total Library Visits	8.4	328,228	699,040		
Library Visits Per Capita		3.47	7.97	4.49	6.6
Reference Transactions	8.5	38,155	58,111		
Reference Transactions P/C		0.40	0.66	2.09	1.4
Program Attendance	8.6	5,971	20,073		
Child Program Attendance	8.7	4,917	18,590		
Home Page Hits	11.1	21,624	266,117		
Library Computer Use	11.7	123,276	NA		

EXHIBIT 3.**ROANOKE PUBLIC LIBRARY SYSTEM****CURRENT
STATISTICS**

ASSUME: Roanoke Public Library Service Area Continues At State Growth Rate Average 1.5%

<u>AREA</u>	<u>2000 Census</u>	<u>2020 Projected Population</u>	
City of Roanoke, VA	94,911	127,831	
Roanoke County, VA	85,778	115,530	
TOTAL	180,689	243,361	Customers Served

FACT: Roanoke Public Library System – One Main, 5 Branches, Law Library + One Bookmobile

Roanoke Public Library Facilities			
<input type="checkbox"/>	MAIN LIBRARY	54,981 SF	1. The combined SF of the 5 branches and the Law Library = 35,540 SF
<input type="checkbox"/>	GAINSBORO BRANCH	6,525 SF *	2. * 3,000 SF of the 6,525 SF is basement, which is not useable for library space
<input type="checkbox"/>	MELROSE BRANCH	6,769 SF	3. The SF of the 5 branches not counting the 3,000 SF basement and the Law Library = 27,433 SF
<input type="checkbox"/>	WILLIAMSON ROAD BRANCH	6,457 SF	
<input type="checkbox"/>	RALEIGH COURT BRANCH	5,950 SF	
<input type="checkbox"/>	JACKSON PARK BRANCH	4,732 SF	
<input type="checkbox"/>	LAW LIBRARY	5,107 SF	
	TOTAL	90,521	

FACT: Roanoke County Public Library System – One Main and 5 Branches

Roanoke County Public Library Facilities		
<input type="checkbox"/>	HEADQUARTERS	20,787 SF
<input type="checkbox"/>	HOLLINS BRANCH	17,916 SF
<input type="checkbox"/>	MOUNT PLEASANT BRANCH	529 SF
<input type="checkbox"/>	GLENVAR BRANCH	5,114 SF
<input type="checkbox"/>	BENT MOUNTAIN BRANCH	700 SF
<input type="checkbox"/>	VINTON BRANCH	9,420 SF
	TOTAL	54,416

EXHIBIT 3.

FY 2004 Library
Statistical Report
Data

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

Roanoke Public Libraries	Population	Central Library Square Feet	No. of Branches	Branch Gross Square Feet	Book - mobiles	Expend. Per Capita	Materials Expend. Per Capita	Material Holdings Per Capita	CIRC. Per Capita	Visits Per Capita
City of Roanoke Library System	94,911 ¹	54,981	6	35,540 ²	1	\$35.02	\$2.99	3.69	3.17	3.47
Roanoke County Library System	85,778 ¹	20,787	5	33,679	0	\$27.11	\$4.16	4.85	11.13	7.97
TOTAL	180,689 ¹	75,768	11	70,219	1	\$31.26	\$3.55	4.24	7.06	5.60

- 1 For the following graphs of Virginia "Peer" evaluation analysis the Peer Libraries population range from 64,400 (low) to 274,832 (high) – 2004 Statistical Data. City of Roanoke population for year 2000 reported at 94,911 has been figured for year 2020 at a 1.5% growth rate to be 127,831 – and Roanoke County population of 85,778 has been figured for Year 2020 at the same growth rate of 1.5% and is 115,530 for a total of 243,361 population served
- 2 This Gross SF includes 3,000 SF basement at the Gainsboro Branch, which has been identified as not usable Library space.

¹Public Library Association Statistical Report 2004

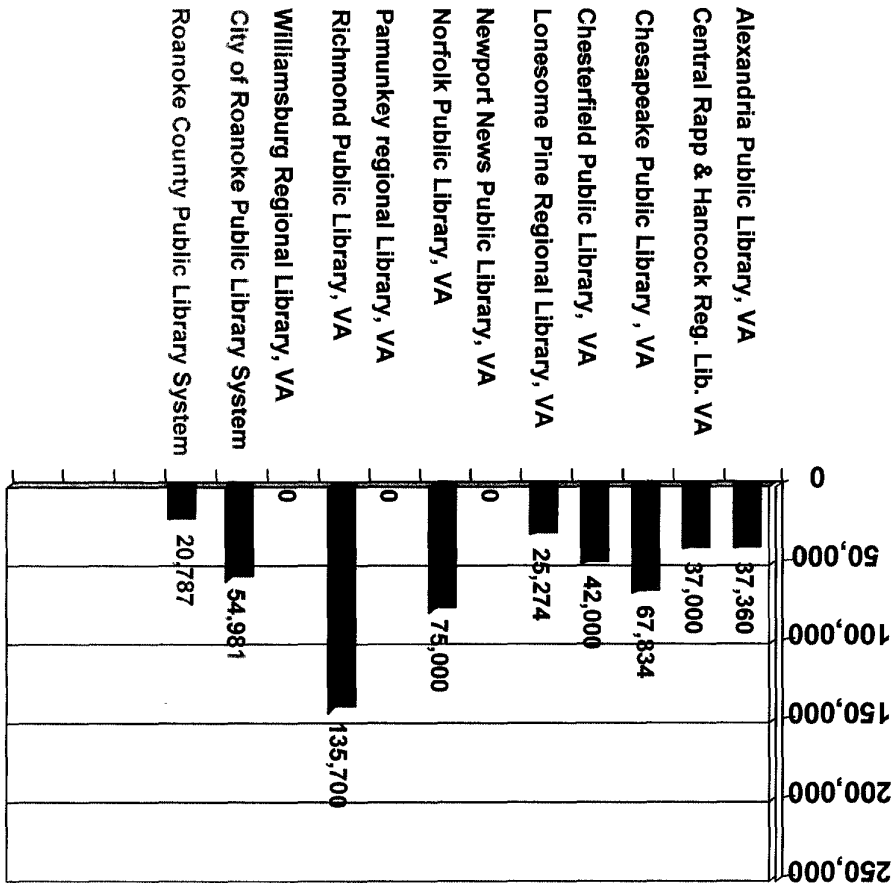
Analysis of library data from State Library reports and other sources found the following

EXHIBIT 3.

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

Gross Square Feet of Library Central / Main Library



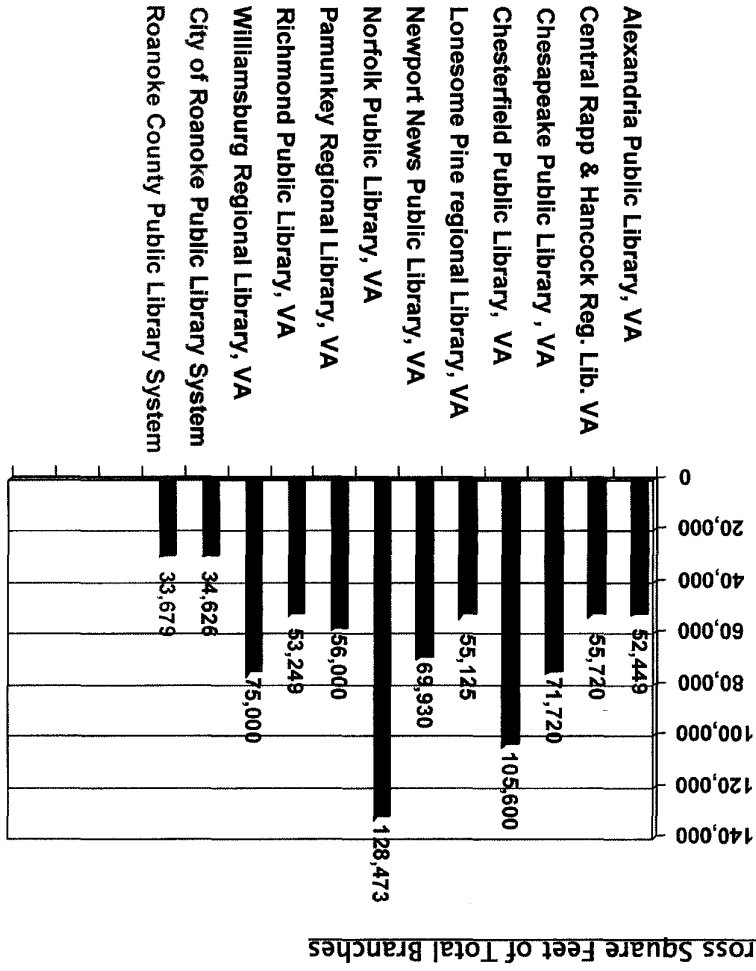
¹Public Library Association Statistical Report 2004

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

EXHIBIT 3.

Analysis of library data from State library reports and other sources found the following



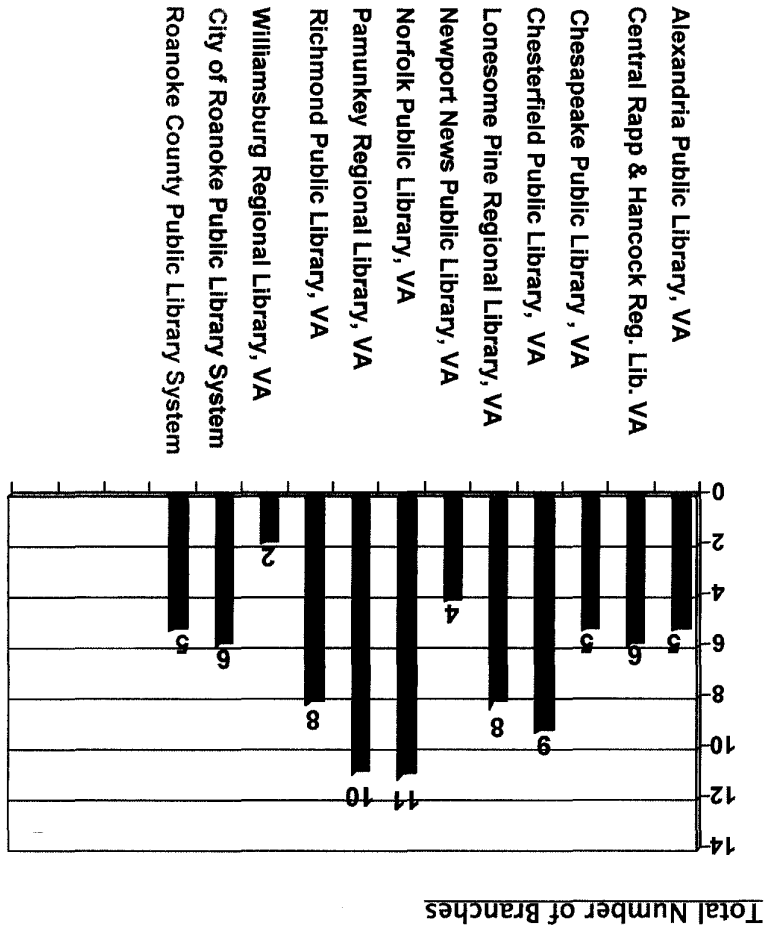
¹Public Library Association Statistical Report 2004

FINDINGS OF THE FACILITIES PLAN PROCESS

EXHIBIT 3.

Comparing Roanoke Public Library System to Peer Public Libraries¹

Analysis of library data from State Library reports and other sources found the following:



¹Public Library Association Statistical Report 2004

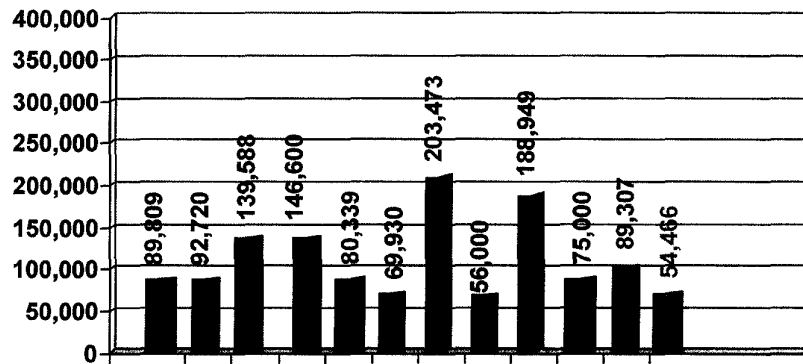
EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following:

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

Gross Square Feet of TOTAL System



Roanoke's Public Library system has percent (54,981 SF) of its total square footage in a Central Library facility and 33 percent in branch facilities. As compared with other comparable peer library systems that typically have of the total library SF in a Central Library.

<input type="checkbox"/>	Alexandria	42%
<input type="checkbox"/>	Central Rapp & Hancock	40%
<input type="checkbox"/>	Chesapeake	49%
<input type="checkbox"/>	Chesterfield	29%
<input type="checkbox"/>	Lonesome	31%
<input type="checkbox"/>	Newport News	0%
<input type="checkbox"/>	Norfolk	37%
<input type="checkbox"/>	Pamunkey	0%
<input type="checkbox"/>	Richmond	72%
<input type="checkbox"/>	Williamsburg	0%
<input type="checkbox"/>	City of Roanoke	62%
<input type="checkbox"/>	Roanoke county	38%

Alexandria Public Library, VA
 Central Rapp & Hancock Reg. Lib. VA
 Chesapeake Public Library, VA
 Chesterfield Public Library, VA
 Lonesome Pine Regional Library, VA
 Newport News Public Library, VA
 Norfolk Public Library, VA
 Pamunkey Regional Library, VA
 Richmond Public Library, VA
 Williamsburg Regional Library, VA
 City of Roanoke Public Library System
 Roanoke County Public Library System

¹Public Library Association Statistical Report 2004

EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following:

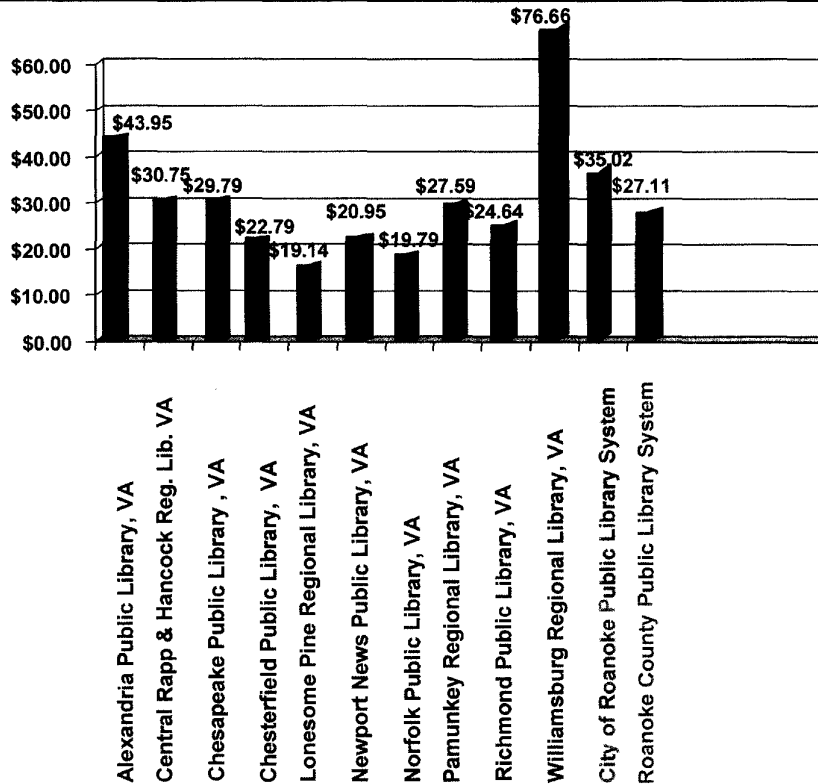
FY 2004 Annual Expenditures Per Capita

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

As compared with peer cities, the City of Roanoke's annual expenditures (\$35.02) and Roanoke County annual expenditure of (\$27.11) is between the median and upper quartile of other peer libraries.

Public Libraries Serving	Reporting Libraries	Mean	High	Upper Quartile	Median	Lower Quartile	Low
100,000 to 249,999	245	\$28.53	\$91.06	\$36.31	\$25.13	\$17.03	\$5.87



¹Public Library Association Statistical Report 2004

EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following:

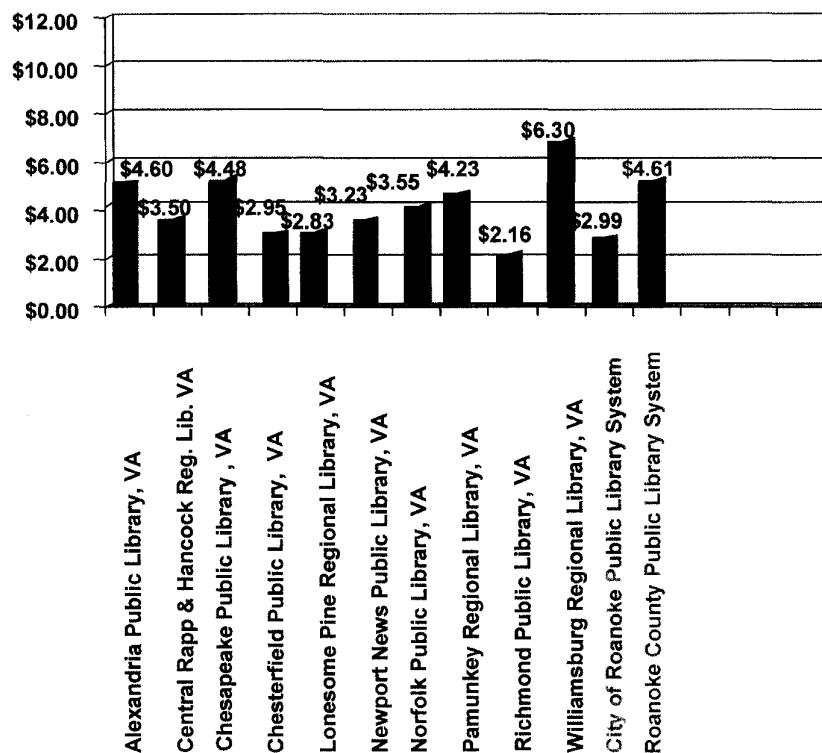
FY 2004 Annual Materials Expenditures Per Capita

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

As compared with peer cities, the City of Roanoke spent less on materials (\$2.99 on materials per capita) and Roanoke County (\$4.61 on materials per capita) as compared with the upper quartile of \$5.20 for other peer cities.

Public Libraries Serving	Reporting Libraries	Mean	High	Upper Quartile	Median	Lower Quartile	Low
100,000 to 249,999	245	\$3.94	\$13.01	\$5.20	\$3.40	\$2.30	\$0.45



¹Public Library Association Statistical Report 2004

EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following

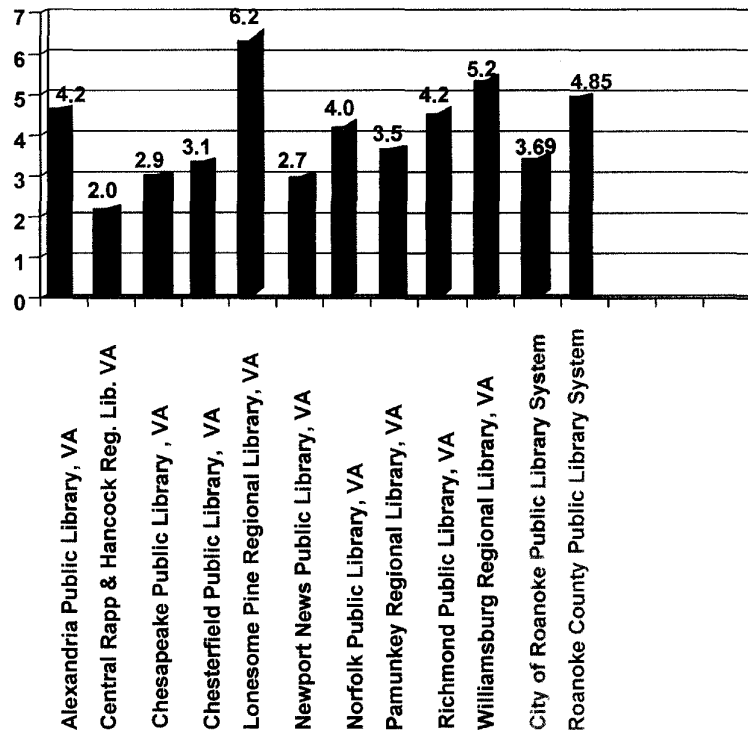
FY 2004 Holdings Per Capita (in volumes)

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

As compared with peer cities, the City of Roanoke and Roanoke County has more materials holdings per capita (3.69 and 4.85 versus 3.1* of the upper quartile used in the Long Range Study) than other peer libraries.

Public Libraries Serving	Reporting Libraries	Mean	High	Upper Quartile	Median	Lower Quartile	Low
100,000 to 249,999	245	2.6	8.0	3.1*	2.4	1.8	0.7



¹Public Library Association Statistical Report 2004

EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following:

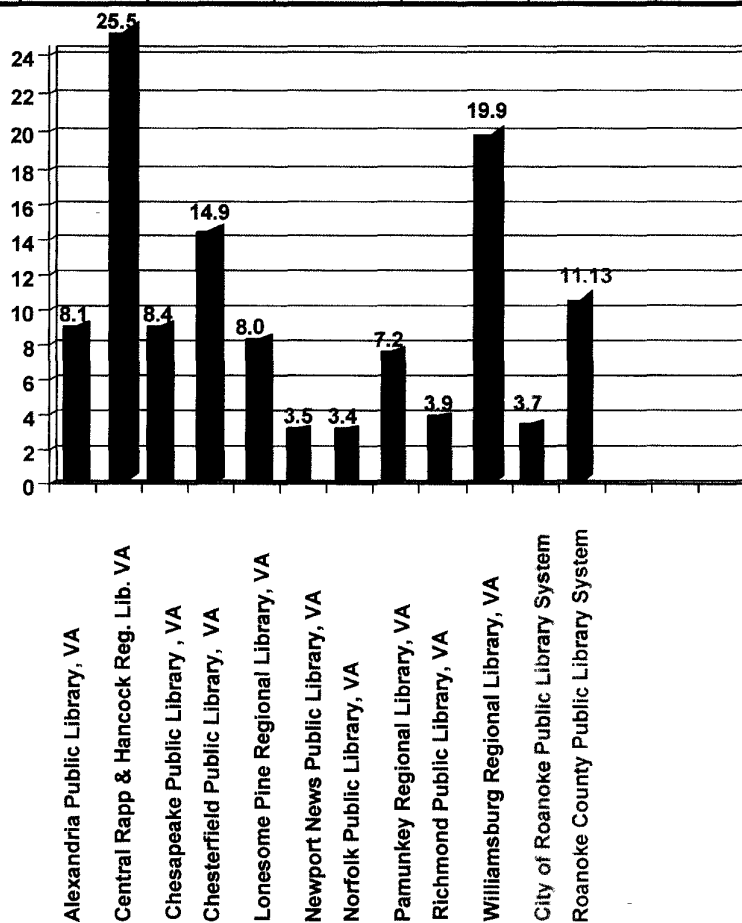
FY 2004 Annual Circulation Per Capita

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

The City of Roanoke Public Library's circulation of 3.17 per capita is significantly below the upper quartile of 9.6 when compared to peer libraries, while Roanoke County's circulation of 11.3 is above the upper quartile.

Public Libraries Serving	Reporting Libraries	Mean	High	Upper Quartile	Median	Lower Quartile	Low
100,000 to 249,999	241	7.3	25.	9.6	6.5	4.3	0.9



¹Public Library Association Statistical Report 2004

ROANOKE LIBRARY PEER COMPARISON

EXHIBIT THREE

1	2	3	4	5	6	7.00	8	9.00	10	11	12.00	13	14.00	15	16	17	18	19	20
	POP SERVED	MAIN LIB	# Branches	BRANCH LIB	TOTAL SQ.	SQ. PR/CP	TOTAL HOLDINGS	HOLDINGS PER/CAP	TOTAL CIRC	CIRC PR/CP	EXP. PR/CP	LIB VISITS PER/CAP	TRANS PR/CP	STAFFING FTE/PER 1000	LIB BORR AS %	TRNOVER RATE	MAT EXP PER/CAP	TTL PRG ATT	PRG ATT % POP.
City of Roanoke	94,600	54,981	6*	34,626	89,307	0.94	349,517	3.89	299,770	3.17	35.02	3.47	0.40	40 / .42	47.0%	0.86	2.99	9,037	9.5
County of Roanoke	87,700	20,787	5	33,679	54,466	0.63	425,216	4.85	975,770	11.13	27.11	7.97	0.56	41 / .48	82.0%	2.46	4.61	35,818	41.2
50,000 to 100,000 PEER LIBRARIES																			
Richardson Pub Lib, Richardson TX	96,400	75,861	0	0	75,861	0.79	219,199	2.30	993,801	10.30	31.75	5.50	0.40	66 / .52	81.4%	4.53	3.90	24,448	26
Kearney Public Library, Kearney NE	102,400	65,999	2	37,777	114,998	0.97	349,908	3.41	1,044,848	10.25	29.04	4.90	0.40	65 / .54	78.1%	3.50	3.50	18,573	18
Burbank Pub Lib, Burbank CA	104,500	44,680	2	35,000	79,680	0.76	367,321	3.50	1,049,142	10.00	48.28	9.20	2.00	67 / .59	142.7%	2.86	3.71	33,297	32
SUBTOTAL AVG						1.00		3.93		7.98	47.83	6.40	1.63	0.86	90.2%	2.92	6.18		26.5
VIRGINIA PEER LIBRARIES																			
Chesapeake Pub Lib, VA	205,100	67,838	5	71,720	139,558	0.70	628,748	3.10	1,727,957	8.40	29.79	5.70	1.30	128 / .59	95.3%	2.75	4.48	71,745	35
Central Rapp & Hancock Reg Lib VA	243,100	37,000	6	55,720	92,720	0.42	481,407	2.00	6,023,350	25.50	30.75	6.40	2.70	109 / .56	72.5%	12.89	3.50	96,010	34
Richmond Pub Lib, Richmond VA	195,906	135,700	8	53,249	188,949	0.96	831,216	4.20	760,147	3.90	24.64	3.80	2.30	89 / .45	44.5%	0.91	2.16	62,391	32
Newport News Public Library	179,300	NO	4	69,930	69,930	0.39	480,763	2.70	635,812	3.50	20.95	4.10	0.70	83 / .46	75.5%	1.32	3.23	28,700	16
Williamsburg Regional Library	64,400	NO	2	75,000	75,000	1.16	336,933	5.20	1,281,371	19.90	76.66	NR	NR	89 / .39	79.0%	NR	6.30	128,513	200
SUBTOTAL AVG						0.68		3.80		10.28	31.61	4.49	2.09	0.59	73.6%	3.41	3.79		43.5
100,000 to 250,000 PEER LIBRARIES																			
Ks City Pub Lib, Ks City, MO	239,525	142,544	9	114,225	256,769	1.07	1,278,928	5.30	2,704,602	11.30	63.59	9.10	1.90	199 / .90	76.3%	2.11	12.11	69,398	29
Birmingham, Pub Lib, Birmingham AL	242,820	213,233	20	146,846	360,079	1.48	902,071	3.70	1,704,473	7.00	65.52	3.40	1.40	231 / 1.12	65.2%	1.89	6.79	72,538	30
Lincoln City Libraries, Lincoln NB	250,291	67,910	7	120,490	188,400	0.75	1,036,233	4.10	3,017,929	12.10	31.64	5.50	1.20	120 / .48	71.1%	2.91	6.37	39,100	15
Lexington Pub Lib, KY	260,512	110,400	4	66,350	176,750	0.68	647,347	2.50	2,808,772	8.50	43.04	6.80	0.80	144 / .53	48.9%	3.41	5.07	38,733	15
St Paul Pub Lib, St Paul, Min	287,151	90,353	11	175,503	265,854	0.93	1,083,343	3.80	3,045,344	10.80	42.90	7.10	1.60	158 / .52	80.1%	2.81	5.86	103,270	36%
SUBTOTAL AVG						0.98		3.94		10.29	46.24	6.89	1.41	0.74	64.7%	2.69	7.07		27.56%
UPPER QUARTILE PEER LIBRARIES																			
Cerritos Librari, Cerritos Ca.	54,200	89,000	0	0	89,000	1.64	225,795	4.20	983,373	18.10	85.46	21.60	2.80	60 / 1.11	68.8%	4.36	9.83	21,382	39%
Newport Beach, Public Library, Ca.	75,662	54,000	4	26,795	80,795	1.07	389,368	5.10	1,379,508	18.20	60.46	11.40	2.30	59 / 0.79	82.3%	3.54	10.47	25,171	33%
Palatine Public Library, Palatine IL	89,500	96,000	2	3,032	99,032	1.11	343,509	3.80	1,838,819	20.40	68.96	7.60	2.10	70 / 0.79	108.5%	5.35	12.93	25,468	29%
Schaumburg Township District Library	129,839	166,501	2	12,500	179,001	1.38	601,300	4.60	2,378,500	18.30	87.47	7.40	5.10	194 / 1.50	69.7%	3.96	11.51	69,878	54%
Suffolk Public Library, VA	191,743	240,700	5	54,505	295,205	1.62	714,391	3.30	3,035,798	16.50	68.94	10.92	2.83	0.95	79.0%	3.86	9.79	76,277	39%
SUBTOTAL AVG						1.50		4.30											

Note: * Number of Branches includes Law Library

EXHIBIT 3.

Analysis of library data from State Library reports and other sources found the following:

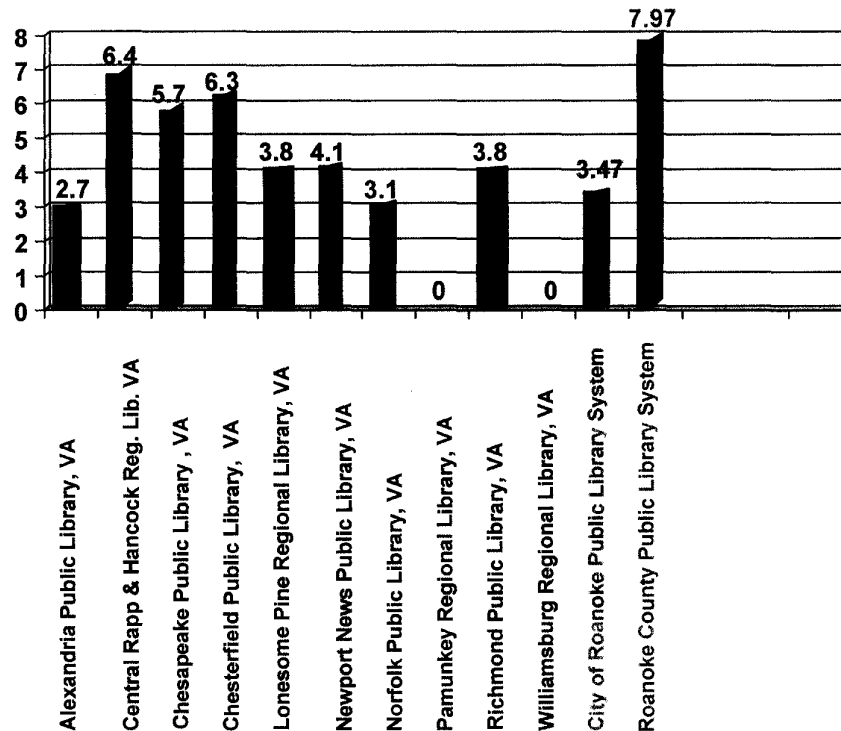
FY 2004 Annual Visits Per Capita

FINDINGS OF THE FACILITIES PLAN PROCESS

Comparing Roanoke Public Library System to Peer Public Libraries¹

The City of Roanoke Public Library's attracted 3.47 visitors per capita during 2004, which is 2.33 visits per capita below the targeted upper quartile standing of 5.7 visitors/per capita. Roanoke County Public Library has 7.97 visitors per capita which is 2.27 visitors per capita above the target upper quartile.

Public Libraries Serving	Reporting Libraries	Mean	High	Upper Quartile	Median	Lower Quartile	Low
100,000 – 249,999	209	4.7	31.3	5.7	4.3	2.8	0.09



¹Public Library Association Statistical Report 2004